2013 Waters Global Forum

Andalucía, Spain
1\textsuperscript{st} - 5\textsuperscript{th} April 2013

The Ornament of the World

Spain and Andalucía
L.L. Waters Global Forum – Andalucía

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ANDALUSIA: THE ORNAMENT OF THE WORLD

From even before the dawn of history, Andalusia has been a terrain traversed, fought over, and settled by many different cultures—Phoenicians, Greeks, Romans, Visigoths, Arabs, Berbers, Jews, Romany, and Northern Europeans—all somehow resolving themselves into a distinctive part of modern Spain, a region defined as much by legend as by fact. The legends are transmitted with matchless intensity by poetry, music, and dance as well as by festivals, painting, and architecture. The facts, as various as the landscape or the climate, include extremes of poverty and prosperity, tragedy and grandeur, desecration and tradition. Our purpose, like that of so many visitors before us, is to search for the duende of this place. . . or, failing that, to see, hear, and learn from each other. Ben Dunlap

The Andalucía Forum promises to combine spirited discussion with good company and good food, and excursions throughout Granada, Córdoba and Sevilla. Ben Dunlap will moderate our sessions. Dr. “Ben” Dunlap is President of Wofford College located in South Carolina. He has a summa cum laude from Sewanee: “The University of the South”, attended Oxford as a Rhodes Scholar and received his PhD from Harvard in English language and literature. Ben is an active moderator around the world and has been consistently characterized as “the Gold Standard” when it comes to The Aspen Institute moderators. http://www.wofford.edu/president/
Background

The Forum has its origins in the Indiana University International Business Forum, associated with the Indiana University School of Business, and sponsored by Professor L. L. Waters, which met every 18 months for nearly 50 years to address academic and practical international business issues. In 2006 two IUIBF members, Hermann Rothert and Kim Pendergast, initiated the Forum and named it in honor of L. L. Waters to recognize his intellectual leadership and the international spirit of the IUIBF—but set the new Forum on a path that is neither confined to academic or business topics nor to persons associated with Indiana University or its School of Business—although many former IUIBF members are participants.

Attendance is by invitation, and the attendees bring the varied international experiences of CEOS, musicians, artists, students, teachers, religious scholars, diplomats, lawyers and linguists.

Forum or Conference Costs The cost of the 4 day program (meals, transfers, tips, and conference costs) is 1,600 Euros per person excluding the hotel. For those interested, there will be a 6 day tour to Morocco after the conference. Please contact Kim Pendergast if you would like to know more about the Morocco trip.

Hotel Reservations. We will be staying 3 nights in the Alhambra Palace in Granada. We will take a private bus with a stop in Córdoba to Sevilla. In Sevilla we will stay 2 nights in the Hotel Casa del la Judería.

Your hotel reservations should be made directly with the hotels. Below are contact instructions to reserve and pay for your hotel accommodation. Prices are per room per night and include buffet breakfast and VAT.

Hotel Alhambra Palace
Plaza Arquitecto García de Paredes, 1
18009 Granada, Spain
Phone Number: +34 958 22 14 68 (Same number for Skype calls)
Hours: Monday through Friday 10:00 to 18:00 pm
Ask for “Commercial Department”. Please tell them it is for the “Waters Global Forum”
Dates: 1-3 April 2013
Price: Classic rooms (Valley View) 194.13 Euros per night (dble occupancy) and 184.53 euros (single occupancy)

Hotel Casas de la Judería
Iglesia de Santa María la Blanca
Calle Santa María la Blanca
41004 Sevilla, Spain
Phone Number: +34 954 41 51 50 (Same number for Skype)
Hours: Monday through Friday 10:00 to 17:30
Ask for “Reservations”. Please tell them it is for the “Waters Global Forum”
Dates: 4,5 April 2013
Price: 180 euros (dble occupancy) and 150 euros (single occupancy)

Conference Fees should be paid by wire or check as soon as possible. The fee for the conference is 1,600 Euros, but can be paid in dollars.

**Eur Account details**
Account name: Abercrombie & Kent Europe Ltd.
Bank: Barclays
Account number/IBAN: GB30BARC20338348573644
Swift Code: BARCGB22

**USD Account Details**
Account name: Abercrombie & Kent Europe Ltd.
Bank: BMO Harris Bank
Account Number: 1601040203
Routing Code: 071025661
Swift Code: HATRUS44

Please make cheques payable to:
Abercrombie & Kent Europe Ltd.

**For USD cheque payments**
Please send to the attention of: Barbara Kuczynski,
BMO Harris Bank, N.A,
101 Burr Ridge Parkway, IL 60527.

**For EUR and GBP cheque payments**
Please send to Abercrombie & Kent Europe:
St George’s House,
Ambrose Street,
Cheltenham, Gloucestershire GL50 3LG,
United Kingdom.

Please notify Kim Pendergast by e-mail when you pay your conference fee.

IF YOU WANT TO USE A CREDIT CARD PLEASE CONTACT KIM PENDERGAST BY E-MAIL (KIM@PENDERGASTPARTNERS.COM) AND SHE WILL SEND YOU DIRECTIONS. THERE IS A 3.1% CHARGE FOR CREDIT CARDS.
Agenda

Monday 1\textsuperscript{st} April

Individual arrivals in Granada to the Hotel Alhambra Palace.

Please send Kim Pendergast your arrival and departure information. Check-in time is 14:00 and check out time is 12:00.

On January 1, 1910, H. M. The King Alfonso XIII inaugurated the Hotel Alhambra Palace. It is the work of the Duke of San Pedro Gelatino, aristocrat, politician, businessman, and above all a visionary of his time. He made one of his best dreams a reality when he built this hotel. Situated in the main enclosure of the romantic monument and dominating the city of Granada, the hotel maintains intact the charm, the magic and opulence of its glorious past. It was a hotel of luxury and casino from 1910 to 1936, a hospital during the Civil War and a luxury hotel since 1942. It is situated in the Alhambra perimeter and only a 5 minute walk to the palace.

21:00 Those who arrive in time and would like to get together for a pre-conference dinner are invited to join us either in the city or at the hotel. (The dinner will be split among those who participate.)
Tuesday 2\textsuperscript{nd} April

7:00 to 8:30  Breakfast in Hotel-at your leisure

9:00 to 12:00  Opening Session in Hotel

Welcome remarks and Introductions. Moderated by Ben Dunlap

**Session I: The Traces of Antiquity**

Federico García Lorca, “Poem of the Bull”

John Gill, from *Andalucía: A Cultural History*

James Michener, from *Iberia*

Luis de Góngora

Michael Jacobs, from *Andalucía*

George Gordon, Lord Byron, “Letter to his Mother”

Anthony Trollope, “John Bull on the Guadalquivir”

John Gill, from *Andalucía: A Cultural History*

Gerald Brenan, from *South from Granada*

12:30  We will meet in the lobby of the hotel and board a private bus to the Parador de San Francisco for lunch in the Alhambra. Afterwards we will spend the afternoon with a guide exploring the Alhambra and Generalife Gardens.

The Palacio de Generalife or "Architect's Garden" was the summer palace and country estate of the Nasrid Emirs (Kings) of the Emirate of Granada in Al-Andalus, now beside the city of Granada in the autonomous community of Andalusia, Spain.

The palace and gardens were built during the reign of Muhammad III (1302–1309) and
redecorated shortly after by Abu I-Walid Isma'il (1313–1324).

The Court of la Acequia consists of the *Patio de la Acequia* (Court of the Water Channel or Water-Garden Courtyard), which has a long pool framed by flowerbeds, fountains, colonnades and pavilions, and the *Jardín de la Sultana* (Sultana's Garden or Courtyard of the Cypress). The former is thought to best preserve the style of the medieval Persian garden in Al-Andalus.

Originally the palace was linked to the Alhambra by a covered walkway across the ravine that now divides them. The Generalife is one of the oldest surviving Moorish gardens.

The present-day gardens were started in 1931 and completed by Francisco Prieto Moreno in 1951. The walkways are paved in traditional Granadian style with a mosaic of pebbles: white ones from the River Darro and black ones from the River Genil.

**16:30 (est.)** Return to the Hotel in time to relax before departing for dinner in the city.

**20:30** Dinner will be at “Chikito”, the classic traditional restaurant of Granada where all the Granadians go for celebrations or just a normal meal.
Wednesday 3\textsuperscript{rd} April

7:00 to 8:30  Breakfast in Hotel-at your leisure

9:00 to 12:00  Session II moderated by Ben Dunlap (We will break for coffee, tea and refreshments)

**Session II: Al-Andalus and Its Aftermath**

Maria Rosa Menocal, from *The Ornament of the World: How Muslims, Jews and Christians Created a Culture of Tolerance in Medieval Spain*

Cola Franzen, from *Poems of Arab Andalusia*

Samuel ha-Nagid, “The Citadel”

John Gill, from *Andalucía: A Cultural History*

Michael Jacobs, from *Andalucía*

Washington Irving, from *Tales of the Alhambra*

Francois de Chateaubriand, “The Last of the Abencerrajes”

Théophile Gautier, “The Generalife” from *Wanderings in Spain*

Gerald Brenan, from *The Face of Spain*

David Baird, from *Inside Andalucía*

12:15  Meet in the lobby to transfer to the bullring, a striking example of neo-Mudejar architecture which was inaugurated in 1928. Here you’ll enjoy a delicious tapas lunch at Tendido 1. Tendido 1 is an informal space underneath the Plaza de Toros, ideal for sampling a series of “raciones” or portions of tapas.
Afater lunch we will visit the Albaicín, the old Moorish neighborhood founded in 1228, the House of Federico García Lorca, Granada’s famous poet, followed by the Capilla Royal, burial place of the Catholic Monarchs, Isabella of Castille and Ferdinand of Aragon.

Federico García Lorca is possibly the most important Spanish poet and dramatist of the twentieth century. García Lorca was born June 5, 1898, in Fuente Vaqueros, a small town a few miles from Granada. His father owned a farm in the fertile vega surrounding Granada and a comfortable mansion in the heart of the city. His mother, whom Lorca idolized, was a gifted pianist. After graduating from secondary school García Lorca attended Sacred Heart University where he took up law along with regular coursework. His first book, Impresiones y Viajes (1919) was inspired by a trip to Castile with his art class in 1917.

In 1919, García Lorca traveled to Madrid, where he remained for the next fifteen years. Giving up university, he devoted himself entirely to his art. He organized theatrical performances, read his poems in public, and collected old folksongs. During this period García Lorca wrote El Maleficio de la mariposa (1920), a play which caused a great scandal when it was produced. He also wrote Libro de poemas (1921), a compilation of poems based on Spanish folklore. Much of García Lorca’s work was infused with popular themes such as Flamenco and Gypsy culture. In 1922, García Lorca organized the first "Cante Jondo" festival in which Spain’s most famous "deep song" singers and guitarists participated. The deep song form permeated his poems of the early 1920s. During this period, García Lorca became part of a group of artists known as Generación del 27, which included Salvador Dalí and Luis Buñuel, who exposed the young poet to surrealism. In 1928, his book of verse, Romancero Gitano ("The Gypsy Ballads"), brought García Lorca far-
reaching fame; it was reprinted seven times during his lifetime.

In 1929, García Lorca came to New York. The poet's favorite neighborhood was Harlem; he loved African-American spirituals, which reminded him of Spain's "deep songs." In 1930, García Lorca returned to Spain after the proclamation of the Spanish republic and participated in the Second Ordinary Congress of the Federal Union of Hispanic Students in November of 1931. The congress decided to build a "Barraca" in central Madrid in which to produce important plays for the public. "La Barraca," the traveling theater company that resulted, toured many Spanish towns, villages, and cities performing Spanish classics on public squares. Some of García Lorca's own plays, including his three great tragedies Bodas de sangre (1933), Yerma (1934), and La Casa de Bernarda Alba (1936), were also produced by the company.

In 1936, García Lorca was staying at Callejones de García, his country home, at the outbreak of the Civil War. He was arrested by Franquist soldiers, and on the 17th or 18th of August, after a few days in jail, soldiers took García Lorca to "visit" his brother-in-law, Manuel Fernandez Montesinos, the Socialist ex-mayor of Granada whom the soldiers had murdered and dragged through the streets. When they arrived at the cemetery, the soldiers forced García Lorca from the car. They struck him with the butts of their rifles and riddled his body with bullets. His books were burned in Granada's Plaza del Carmen and were soon banned from Franco's Spain. To this day, no one knows where the body of Federico García Lorca rests.

Capilla Royal. The Nasrid dynasty of Granada was the last Moorish dominion of Al-Andalus to fall in the Reconquista (Reconquest). It occurred in 1492 during the reign of the Catholic Monarchs, with the city an important step in their successful reign. On September 13, 1504, they decided they wanted their remains to be taken to Granada, and for this purpose a Royal Warrant was issued at Medina del Campo, Castile-Leon, for a Royal Chapel to be built. It was constructed between 1505 and 1517 in the Gothic style and dedicated to St. John the Baptist and St. John the Evangelist. Queen Isabella's, King Ferdinand's, Infante Miguel's, and Philip I's remains were not taken there until 1521.
The Catholic Monarchs is the joint title used in history for Queen Isabella I of Castile and King Ferdinand II of Aragon. They were both from the House of Trastámara and were second cousins, being both descended from John I of Castile; on marriage they were given a papal dispensation to deal with consanguinity by Sixtus IV. They married on October 19, 1469, in the city of Valladolid; Isabella was eighteen years old and Ferdinand a year younger. Their marriage united both crowns under the same family. John Elliot and many other historians consider that the unification of Spain can essentially be traced back to the marriage of Ferdinand and Isabella, but newer historical opinions recognize that under their rule Spain was still a composite monarchy. Castile and Aragon remained largely separate entities for decades to come. The court of Ferdinand and Isabella was constantly on the move, in order to bolster local support for the crown from local feudal lords.

The title of "Catholic King and Queen" was bestowed on them by Pope Alexander VI in 1496, for defending Catholic dogmas within their realms.
17:00  Return by private bus to Hotel

20:30  For dinner, we will go to **Estrellas de San Nicolás**. It is the former home of a famous flamenco singer; superbly located at the top of the **Albaizín** with fabulous views over to the **Alhambra**.
Thursday 4th April

7:00 to 8:00  Breakfast at your leisure and check out

8:00  Depart north-west to Córdoba, the old Moorish capital of Spain at which time it was one of the great centers of art and learning in the Western World.

On arrival  Session III: Rituals and Duende will take place at El Caballo Rojo where we will also have lunch.

Federico Garcia Lorca, “Deep Song” and ”Play and Theory of the Duende” from In Search of Duende

Federico Garcia Lorca, Poems

Michael Jacobs, from Andalucia

Richard Wright, from Pagan Spain

Dorien Ross, “Soleares”

Giles Tremlett, from Ghosts of Spain

Laurie Lee, from A Rose for Winter

Bruce Schoenfeld, “Man and Beast”

Ernest Hemingway, from The Dangerous Summer

John Gill, from Andalucia: A Cultural History

Federico Garcia Lorca, “Lament for Ignacio Sanchez Mejias

Lunch  Lunch at Caballo Rojo, Córdoba. The Caballo Rojo is one of the cities best restaurants with a unique location across the street from the Mezquita. They specialize in traditional Andalusi reflecting the Moorish and Sephardic heritage.
After lunch

Before leaving Córdoba we will visit the Mezquita, built between the 8th and 10th centuries. This mosque is one of the finest examples of Spanish Muslim architecture.

17:00

Depart westwards for Sevilla, Spain’s fourth-largest city and a Moorish stronghold for over 500 years.

19:00

Check-in to Hotel Las Casas de la Judería
Santa Maria la Blanca
5, Casco Antiguo, 41004 Sevilla

Las Casas de la Judería Hotel lies in Sevilla, in the heart of Barrio de Santa Cruz and part of the Hebrew quarter of the city. It is well located close to the Reales Alcázares, the Cathedral and its Giralda, the Pilatos house and the Art Museum.

The hotel is situated in a building, that was once part of the Duke Béjar Palace, protector of Miguel de Cervantes. It has been completely renovated while preserving the unique ambience of an Andalusian palace. It consists of a labyrinth of Moorish-style houses linked by flowering Spanish courtyards, with fountains and wrought ironic gratings.

20:00

Dinner will be at Robles Placentines, a traditional restaurant and bar close to the cathedral. It is a perfect restaurant to enjoy a selection of tapas.

22:00

It is less than a 10 minute walk back to the Hotel.
Friday 5th April

7:00 to 8:30  Breakfast in Hotel—at your leisure

9:00 to 12:00  Session IV: Modern Andalucía

David Gilmour, from *Cities of Spain*

Laurie Lee, from *As I walked Out on a Midsummer Morning*

Hugh Thomas, from *The Spanish Civil War*

Michael Jacobs, from *Andalucía*

Antonio Machado, Poems

Juan Ramón Jiminóóéz, Poems

Rafael Alberrti, Poems

Laurie Lee, from *A Rose for Winter*

Giles Tremlett, from *Ghosts of Spain*

T.D. Allman, “The King Who Saved His Country”

Chris Stewart, from *Driving Over Lemons*

Giles Tremlett, from *Ghosts of Spain*


Doreen Carvajal and Raphael Minder, “Chastened King Seeks Redemption, for Spain and His Monarchy

Suzanne Daley, “Wave of Evictions leads to Homeless Crisis in Spain”

Nigel Davies, “Spain Promises to Spare Needy from Eviction After Suicides”

13:00 to 14:00  Lunch will be at La Cueva in the heart of the Barrio Santa Cruz on a delightful little square. We will order Paella in advance.
After lunch depart with local guide to visit the Alcazar, Casa de Pilatos and the Cathedral

**Real Alcázar** is the Royal Palace of Sevilla. It is the oldest royal palace still in use in Europe. Soon after the Almohades, a Moorish dynasty, gained control of Sevilla in 1161, they embarked on a building frenzy. They constructed a number of baths, towers, a lavish grand mosque and a fortress-like palace known as the Al-Muwarak (the Blessed). The palace is one of the best remaining examples of mudéjar architecture.

In 1364, after the Reconquista - the reconquest of Moorish Spain by Christians - King Pedro I commissioned the construction of a new palace, the Palacio Pedro I, at the site of the Al-Muwarak. Craftsmen from across Andalusia created a magnificent interior in Mudéjar style, arranged around a number of patios. Over the years, other monarchs kept expanding the palace, resulting in a diverse complex with different architectural

Locally known as the Salón de Embajadores, it is the most magnificent part of the palatial complex. Intricately decorated archways with horseshoe arches give access to the hall which is covered with a stunning dome, created in 1389 in a Moorish style by Diego Ruiz, a Sevillian craftsman.

The gilded dome is made of interlaced wood. Just below the dome is a frieze with portraits of Spanish kings.

The name, meaning "The Courtyard of the Maidens", refers to the legend that the Moors demanded 100 virgins every year as tribute from Christian kingdoms in Iberia. The story of the tribute was used as a myth to bolster the Reconquista movement.
Casa de Pilatos

The Palace of the Dukes Medinaceli is called Casa de Pilatos because the Holy Week Procession started from here, ending in Cruz del Campo just like Jesus Christ had left the house of Pilate to go to Golgotha. On the façade can be seen 2 tablets which mark the beginning of the Via Crucis. The large marble portal was carried out in 1583 by the Italian artist Antonio Maria de Aprile. The building is in Renaissance style and most of it was by the 2 brothers Aprile together with Bernardino de Bisono.

One of the most beautiful palaces in Sevilla, la Casa de Pilatos dates from the first half of the 16th century. It was built by the Marquis of Tarifa after his journey through Italy and Palestine which inspired him to build a palace in a style mixing Italian Renaissance and Gothic with Islamic/mudéjar architecture. The result is a unique blend - showcased in the main courtyard, el Patio Principal - for which Sevilla has become well known. Other chambers of the palace also blend these styles and are equally impressive. Most notable is the staircase inside the house topped by a mudéjar dome modelled after the dome in Salón de los Embajadores in Real Alcázar. La Casa de Pilatos derives its name from Pontius Pilates, whose Jerusalem villa it is said to resemble.
Cathedral

The Cathedral of Saint Mary of the See, better known as Sevilla Cathedral, is a Roman Catholic cathedral in Sevilla. It is the largest Gothic cathedral and the third-largest church in the world. It was registered in 1987 by UNESCO as a World Heritage Site.

After its completion in the early 16th century, Sevilla Cathedral supplanted Hagia Sophia as the largest cathedral in the world, a title the Byzantine church had held for nearly a thousand years. The cathedral is also the burial site of Christopher Columbus. The Archbishop's Palace is located on the northeastern side of the cathedral.

20:30 Dinner will be held in a privately-owned palace, Casa Palacio de Bailén, and will feature a pulsating flamenco performance.

Overnight at Hotel
Saturday 6\textsuperscript{th} April

Departure from Hotel at your leisure. Check out time is 12:00.

\textbf{Morocco Excursion 6\textsuperscript{th}} - 12\textsuperscript{th} April

Those who choose to go to Morocco will fly from the conference to Casablanca airport. There we will be picked and transported to Fes. We will spend 3 nights in Fes and on the 9\textsuperscript{th} we will take a private bus from Fes to Marrakech. We will overnight in Marrakech on the 9\textsuperscript{th} through the morning of the 12\textsuperscript{th} when we will depart for the Marrakech airport.

Those who want to end their trip after Fes will fly out on April 9\textsuperscript{th}.

If you are interested in details for the Morocco trip please contact Kim Pendergast via e-mail (Kim@pendergastpartners.com) and she will send you an itinerary and cost information.
Benjamin Bernard Dunlap, President of Wofford College, was born in Columbia, South Carolina. After graduating summa cum laude from Sewanee: The University of the South in 1959, he attended Oxford University for three years as a Rhodes Scholar and Harvard University as a graduate student in English language and literature, receiving his Ph.D. in 1967. Since that time, he has held academic appointments at Harvard, the University of South Carolina, and Wofford College, where for seven years prior to becoming president in July, 2000, he served as the Chapman Family Professor in the Humanities, a position he still holds. He has twice served as a Fulbright Senior Lecturer in Bangkok, Thailand, and Chiang Mai, Thailand, and was a member of the inaugural class of U.S.-Japan Leadership Fellows in Tokyo.

Dunlap’s academic fields include literature, intellectual history, Asian studies, film history and criticism, fiction writing, and the arts. On those subjects and others, especially higher education, he has lectured and spoken widely in this country and abroad including an appearance as one of “Fifty Remarkable People” at the 2007 TED Conference in Monterey. A frequent moderator for the Aspen Institute’s Executive and C.E.O. Seminars as well as its Henry Crown Fellowship and such affiliated programs as the Executive Seminar Asia, the Faculty Seminars at Wye, the Aspen-Rodel Fellowship, the Africa Leadership Initiative, the Central European Leadership Initiative, and the Liberty Fellowship of South Carolina, he has also designed and moderated seminars in Europe, Africa, and the United States for corporate clients as varied as the Netflix Corporation, Young & Rubicam, the Nova Chemical Corporation, and the Arab Banking Corporation.

Dunlap’s many publications include poems, essays, anthologies, guides, and opera libretti as well as two novels in manuscript, Famous Dogs of the Civil War and Sunshine: The Autobiography of a Genius. As a writer-producer and on-camera talent for public television, he has been a major contributor to more than 200 programs, for which he has
won numerous national and international awards, and, for four and a half years in the 1970’s and 80’s, he performed as soloist and principal dancer for the Columbia City Ballet.

Since 1963, he has been married to Anne Boyd Dunlap. They have three grown children. In 2006, he was awarded an honorary doctorate by his alma mater, Sewanee: The University of the South.

L.L. Waters Professor Emeritus of Transportation and Business History and his wife, Mary Lou Waters Indiana University, Bloomington

Professor Waters was a member of the IU faculty for 30 years. He has been internationally renowned for his accomplishments as both an educator and a businessman. He will especially be remembered for his teaching excellence and his efforts to develop his students both at and after their time at University. Waters built the transportation program at the IU School of Business. Under his guidance, IU has produced about one-fourth of all the doctorates in transportation awarded in the U.S. He has been director Louisville, New Albany & Corydon Railroad Co. and Yellow Freight a member of the Transportation Council of the U.S. Department of Commerce. He was president and chairman of the board of the American Society of Traffic and Transportation and remained as a director. He was the first president of the Midwest Business Administration Association and in 1974 was chairman of the Transportation and Public Utilities section of the American Economic Association. In 1984 he was given the National Defense Transportation Association's President's Award in recognition of his nine years of work on the Military Airlift Committee from 1974-83. His extensive honors include Beta Gamma Sigma's Distinguished Business Scholar in 1976, the American Society of Traffic and Transportation 1978 Award for Excellence, an honorary doctorate from the University of Gent in Belgium and one from Indiana University. He has served on the editorial boards of the Transportation Journal, Business Horizons, and the Houghton Mifflin Co. He has authored several books, more than 100 journal articles and testified before regulatory agencies at all levels. Professor Waters has been the inspiration and leader of the Waters Global Forum since its beginning.